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~~S-E-C-R-E-T~~

15 August 1958

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TO:

FROM: [redacted]

SUBJECT: General: Procedures

Specific: Project Reviews

1. Background. It has been found that the present brief sign-off on project review forms (i.e. the simple statement that [redacted] commends approval, renewal or termination of a project) does not provide higher echelons, particularly [redacted] sufficient information for final evaluation of the project. At this final stage, when the evaluations and recommendations of all interested components are weighed, favorable but unexplained recommendations must be balanced against unfavorable ones, for which reasons are ordinarily given. The result may be, for example, that an unfavorable production evaluation may carry unjustified weight, if the operational reasons for a favorable recommendation by CI Staff are not expressed. It is recognized that the recommendation, by [redacted] for example, is the result of careful analysis of the project from our special point of view, but C/FI and COPS require in addition a brief summary of the factors leading the CI officer to the conclusion he has made. It may be, for example, that the project gives promise of a penetration into a portion of the Communist movement which is a high-priority target, or even that the penetration has been made successfully but no production has yet resulted; or the project may be a successfully-developing liaison relationship.

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2. The function of the specialized staff in project evaluation

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is to examine and comment constructively upon those factors of a project lying in its special field. CI Staff as a whole, therefore, is to give an evaluation of the CI content, operational technique, and potential of each project; CI/ICD's share is to contribute a similar evaluation on those aspects of the project which relate to the Communist movement, in either its international or local manifestations and activities.

25X1A8a 3. Action Required. Henceforth each project review completed within [redacted]s to contain a brief summary of the reasons for the recommended action, in line with the discussion in the above paragraphs. It is expected that in most cases the required comments will be brief enough to fit into the "Comments and Recommendations" section of the project review form. If more detailed analysis is necessary, a memorandum may be attached. Depending on the circumstances, this may be addressed either to the area desk concerned or to the proper [redacted]. In any case, the memorandum should accompany the project to the proper [redacted] officer, and both he and the area desk should be given copies. The appropriate [redacted] will be responsible for collating the comments and recommendation of CI Staff components, and forwarding to FI/Projects the CI Staff position on the project.

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4. The emphasis in the foregoing on explicit statement of the positive contributions of a project is not intended to discourage reviewing officers from criticism of a project. It is more common, however, that a negative critique of a project is explained in writing, whereas it previously has been believed sufficient to state only the conclusion of a favorable analysis. It also remains a desirable practice to discuss with the area desk concerned the results of your review of the project, and when necessary to work out with the desk remedial action, in line with staff responsibility for guidance and assistance in specialized operational activity -- in our case, in operations directed against the Communist movement.

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